BUDGET 2006

Ministry of
Public Safety
and Solicitor General

2006/07 – 2008/09
SERVICE PLAN

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Message from the Minister and Accountability Statement

I am pleased to present the *Ministry of Public Safety and Solicitor General 2006/07 - 2008/09 Service Plan*. This document supports the government mandate and its five great goals as they relate to the health and public safety of British Columbians.

Every branch of the ministry is committed to protecting public safety. Ministry staff work each day to secure and enhance the safety of B.C.'s communities and residents.

Part of that commitment includes protecting the most vulnerable in our communities and that's why we're combating Internet child pornography and the sexual exploitation of children with specialized police teams, such as the Integrated Internet Child Exploitation Team and the Integrated Sexual Predator Observation Team. Future efforts will further protect children through enhanced criminal record checks for people who work with our youth.

The ministry's portfolio includes a wide range of public safety programs, such as: law enforcement and corrections; crime prevention and victim services; emergency preparedness, response and recovery; coroners service; driver safety; fire prevention; consumer protection; and liquor and gaming regulation.

Our ministry also includes the Crystal Meth Secretariat which leads and coordinates cross-government initiatives aimed at attacking the use and production of one of the most dangerous drugs on the street today — crystal meth. We've recently hosted a number of community forums and provided funding to help communities deal with this problem at the local level.

In December 2005, we hosted a Provincial Congress on Public Safety to strengthen partnerships with other levels of government and the public, and to find new and novel approaches to making our homes, streets, and neighborhoods as safe as possible.

And we have introduced civil forfeiture legislation, which will target organized crime and allow us to seize the profits of unlawful activity. We want to send a clear message that criminals in this province will not benefit from illegal activities.

I look forward to continuing to work with ministry staff to enhance the safety of all British Columbians.

The *Ministry of Public Safety and Solicitor General 2006/07 – 2008/09 Service Plan* was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the basis on which the plan has been prepared. All material fiscal assumptions and policy decisions as of February 8, 2006 have been considered in preparing the plan and I am accountable for achieving the specific objectives in the plan.

Honourable John Les
Solicitor General
Minister of Public Safety and Solicitor General

February 8, 2006

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Ministry Overview

Purpose of Ministry

The Ministry of Public Safety and Solicitor General works to maintain and enhance public safety across the province. The portfolio of the ministry includes: corrections; coroners service; law enforcement; crime prevention; victim services; hazard mitigation, emergency management and response; road safety; fire prevention, life safety[1] and property protection; liquor and gaming regulation; consumer protection; and film classification. The Solicitor General is also responsible for three crown corporations and agencies: the Liquor Distribution Branch; the B.C. Lottery Corporation; and the Insurance Corporation of B.C.[2]

Vision, Mission and Values

Vision

Our communities and homes are safe places.

Mission

The mission of the Ministry of Public Safety and Solicitor General is to ensure the security and economic vitality of communities through effective policing, corrections, liquor and gaming control and other protective and regulatory programs.

Values

The ministry shares with all government organizations a commitment to affordability, efficiency, accountability, innovation and reform, and a healthy, supportive workplace. In addition, the ministry strives to deliver its unique services in accordance with these values:

- Respect for the law;
- Integration of services;
- Community participation;
- Risk management;
- Self-regulation; and,
- Balance of consumer protection with economic vitality.

[1] The term "life safety" refers to building codes, provisions and practices designed to minimize the risk of human endangerment from fire and similar emergencies.

[2] Crown corporations report to the Crown Agencies Secretariat for performance planning and financial reporting purposes and publish their own service plans and annual reports, separate from those of the ministry.

Strategic Context

Many factors impact the ministry's ability to achieve its goals and objectives. Some place the ministry in an advantageous position to build on past successes while others present new challenges and opportunities to develop innovative approaches to public safety.

Challenges and Risks

Crime trends impact the work of the ministry. While the overall crime rate for British Columbia remained basically stable from 2003 to 2004 (124.9 and 125.2 crimes per 1,000 population respectively), the crime rate has increased in the province from the 113.8 crimes per 1,000 population reported in 2000.

The nature of crime is also changing. Organized crime is increasingly crossing community, provincial and national boundaries and expanding into all forms of criminal activity, including human trafficking, theft, fraud and illegal gambling. Crime profiles are also changing with technological advances and police are seeing new types of crimes, such as Internet luring, identity theft and Internet fraud. Gang violence is also increasing, particularly in the Lower Mainland, where gun violence is a growing concern and an increased number of home invasions have been reported.

The number of large-scale investigations in the province is growing and consuming increasing proportions of available resources. While crime rates are indicative of police workloads, they cannot reflect the time and resources dedicated to investigating complex criminal activities, such as serial offenders or organized crime groups. Recent high-profile investigations, such as the Missing Women's Task Force, illustrate the scale and intricacy of many violent crime investigations.

Managing multi-needs offenders has become more challenging with increases in the proportion of violent, high-risk, and multi-needs offenders under corrections supervision. The changing profile of offenders has contributed to greater use of remand and bail supervision. These trends have resource implications and affect staff training, security, program development and delivery, and offender management. Most notably, consolidation of adult custody facilities has resulted in housing offenders with different risk classifications and multiple needs in the same institutions, presenting challenges for effective custodial supervision. Managing multi-needs offenders also requires close collaboration with justice and social service partners, such as police, addictions services, and forensic psychiatric services.

Substance use problems and addiction are of concern, with alcohol and both legal and illegal drugs linked to preventable health and social problems, including criminality. Crystal methamphetamine (meth) use and production is a serious issue in British Columbia and

elsewhere. It is highly addictive, inexpensive and easy to obtain. Severe health and mental health problems are associated with its use and there are serious environmental and public safety risks related to its production.

Growth in illegal gambling has been stimulated by the growing popularity and availability of games in the media, on the Internet and in the community. New technology and the ability to operate from anywhere in the world over the Internet makes online gambling very difficult to regulate. Services are increasingly necessary to promote awareness of responsible gambling practices as well as to address illegal gambling.

Natural hazards continue to require strong, coordinated mitigation and response efforts. Unprecedented fires impacting population centres (interface fires), landslides, severe weather, floods, ice jams and drought challenge communities and the province with regard to hazard mitigation and response and recovery capabilities and costs.

Human resource challenges are increasing for the ministry. Faced with the pressures of an aging workforce, the ministry is in competition with other agencies for new staff with demonstrated strong performance. Time and resources are needed to expand existing competencies and to recruit and train new staff.

Strengths and Opportunities

Continued application of new technologies and innovative strategies are key ministry strengths, as illustrated by the following examples.

- The Police Records Information Management Environment (PRIME), an online data-sharing system providing up-to-the-minute information about criminals and crimes, is improving law enforcement and enhancing officer and public safety.
- British Columbia's justice information system (JUSTIN) provides a single integrated database comprising almost every aspect of criminal cases, and an interface between JUSTIN and PRIME further increases case-tracking efficiency.
- The Policing and Community Safety Branch is continuing with the integration of services and creation of specialized police units to improve the effectiveness and efficiency of policing.
- Opportunities exist to further enhance emergency response and community safety through partnerships among local government emergency programs, local police, fire and ambulance services, and public safety lifeline volunteers.
- Police Services Division continues to work with police departments throughout the province to promote initiatives to enhance road safety, including strengthened enforcement and innovative use of technology.
- The Corrections Branch embraces evidence-based planning and decision-making. Empirically founded practices inform its program and policy development, and staff recruitment and training. B.C. Corrections is internationally recognized for its leadership

in risk-based case management and has hosted representatives from other nations wishing to learn about correctional practices.

- The Corrections Branch has updated its operational system, using new technology that allows for more efficient, timely and accurate data collection, integrates and enhances offender case management, amalgamates several internal systems and interfaces with external systems.
- Government is addressing the resource challenges of the B.C. Coroners Service. An additional $1 million has been added to the B.C. Coroners Service 2005/06 budget to address ongoing child death review responsibilities. Reporting structures have also been enhanced and new staff are being hired to address increasing caseload volumes. As well, recommendations from the examination of the child death review process in B.C., being conducted by Ted Hughes, Q.C., will be used to strengthen the B.C. Coroners Service in the future.
- The Office of the Superintendent of Motor Vehicles employs an effective case management system utilizing document imaging and other sophisticated technologies.
- The Liquor Control and Licensing Branch has implemented new policies requiring applicants to consent to greater scrutiny in areas such as financial sources to reduce criminality within licensed establishments. Existing licensees who have known associations with criminal organizations, including outlaw motorcycle gangs, or are involved in criminal activities are also subject to investigations leading to possible licence revocation.
- The Liquor Control and Licensing Branch will be providing online access to services to be available 24 hours a day, seven days a week. This initiative is undertaken in partnership with the OneStop Business Registry Office and other partners within the B.C. government, municipalities and self-governing bodies.

Linkages and partnerships with other ministries, jurisdictions, levels of government and outside institutions continue to enhance the efficiency and effectiveness of the ministry. The following examples are illustrative.

- British Columbia has partnered with Ottawa in a national action plan to address concerns about crystal meth production, the release of repeat sex offenders, gang violence and conditional sentences for serious and violent offenders.
- A Congress on Public Safety was held in December 2005, bringing together provincial ministers, MLAs, mayors, Aboriginal leaders, fire, ambulance, health and emergency management, police, R.C.M.P. crime prevention associations, business, multi-cultural associations and non-profit organizations, and the academic/educational and justice communities. It was an opportunity to work together to identify ways of addressing public safety challenges. Community-based workshops on public safety issues will be held through 2006 along with a Congress on Women's Safety. As well, a second Congress on Public Safety will be held in early 2007.

- The Crystal Meth Secretariat, established in October 2005 and led by the ministry, will direct the development of a framework for integrating efforts to target the use and production of crystal meth in B.C.
- The ministry is teaming up with municipal police, firefighters and electrical inspectors to discourage marijuana grow ops in residential neighbourhoods and to improve local safety by strictly enforcing the *Safety Standards Act*.
- Partnerships with Simon Fraser University, the University College of the Fraser Valley, the Institute for Canadian Urban Research Studies, and the Centre for Addictions Research of B. C. have strengthened the research capacity of the ministry and assisted in developing effective policy around public safety issues. In addition, the B.C. Centre for Social Responsibility was launched in November 2005 to promote addiction prevention and awareness of problems related to addictive behaviours; the Centre is a joint strategy led by the ministry in partnership with the Ministries of Children and Family Development, Health, and Community Services.
- The ministry has an excellent working partnership with police and law enforcement agencies in the province, demonstrated through the effective coordination of agencies such as the B.C. Association of Municipal Chiefs of Police.
- Victim Services and Community Programs Division has partnered with a variety of government, justice, health and community resources to help meet the unique needs of victims (specifically children and Aboriginal victims) and improve service delivery throughout the province. Examples of agencies partnered with include the Vancouver Police Department, Family Services of Greater Vancouver, and Pacific Community Resources Society.
- In partnership with the Ministries of Health and Employment and Income Assistance, the Corrections Branch has undertaken innovative research on mentally disordered offenders in the justice system. This research forwards a better understanding of this population's needs and resource requirements and will inform future programs and practices.
- Cooperation at local, regional, executive and interagency levels has resulted in high levels of satisfaction with emergency services in B.C. The ministry is continuing to strengthen partnerships with municipalities to enhance emergency preparedness throughout the province.
- Based on commitment to share programs and best practices, the Office of the Fire Commissioner strives to establish and strengthen partnerships with local governments, other organizations and other jurisdictions.
- Partnering R.C.M.P. and Gaming Policy and Enforcement Branch investigators, the Integrated Illegal Gambling Enforcement Team is a key strategy to reduce the incidence of illegal gambling. In addition, partnerships with other law enforcement agencies are being established to ensure cross-jurisdictional cooperation in illegal gambling investigations.

- The ministry has partnered with the Insurance Corporation of British Columbia (I.C.B.C.) to introduce an enhanced road safety enforcement initiative. Under the management of Police Services Division, the R.C.M.P. and independent police departments have come together to form Integrated Road Safety Units which use proactive policing methods and innovative technology to enhance traffic enforcement throughout the province.

Highly skilled and dedicated staff continues to be a key asset in the ministry. The ministry-wide Learning and Leading Program encourages teamwork, innovation, communication and opportunities to learn new skills. The program was launched to both strengthen the organization and support the people who work within it.

Core Business Areas

Within the Ministry of Public Safety and Solicitor General, nine core business areas work together to fulfill the ministry's public safety mandate. The structure and function of these business areas are described below.

Corrections

The Corrections Branch protects communities through appropriate supervision and case management of adult offenders and accused persons. The safe management and control of offenders is based on assessment of their risk to re-offend and need for rehabilitation. Through risk/needs assessments, the branch determines suitable levels of supervision and programming to promote positive change in offender thinking and behaviour.

To function effectively and to protect the public, the Corrections Branch works closely with the police, the courts, Crown Counsel, victim services, the Immigration and Refugee Board of Canada, the B.C. Board of Parole, Correctional Service of Canada, the Ministry of Health, Aboriginal justice organizations and community service agencies.

The branch is comprised of two divisions — Adult Custody, and Community Corrections and Corporate Programs.

Adult Custody Division

The Adult Custody Division is responsible for supervision and case management of individuals held for trial or sentenced to jail for less than two years. The division also supervises offenders awaiting transfer to federal prison, federally sentenced offenders transferred to provincial jurisdictions, and individuals detained under the federal *Immigration and Refugee Protection Act*. In addition to supervising adult offenders, the division provides a variety of work and core programs aimed at reducing the risk of re-offending and enabling successful reintegration into the community (e.g., Substance Abuse Management and Violence Prevention Programs).

Community Corrections and Corporate Programs Division

This division is responsible for all individuals ordered to bail supervision and community sentences, as well as those paroled from a provincial correctional centre. The division also supervises individuals on peace bonds and those subject to alternative measures.[3]

[3] Alternative measures programming provides an opportunity for the client to demonstrate personal responsibility for an offence by imposing on the accused an agreed upon consequence for the behaviour. The conditions under which alternative measures may be used to deal with persons alleged to have committed an offence are established in Section 717 of the *Criminal Code of Canada*.

Community Corrections provides a range of core programs for offenders to mitigate the likelihood of re-offending. The division manages contracted programs for Aboriginal programs and relationship violence treatment.

B.C. Coroners Service

The B.C. Coroners Service is responsible for the investigation of all unnatural, sudden and unexpected deaths in the province, and for ensuring that the relevant facts are made a matter of public record, either through the completion of a Judgment of Inquiry (quasi-judicial report) or the holding of an Inquest (quasi-judicial public hearing). One of the agency's most important responsibilities is the identification and advancement of recommendations to individuals, groups, agencies and others aimed at prevention of death in the future under similar circumstances. The agency maintains a major database and conducts ongoing surveillance on common causes of death aimed at identifying problems and trends. When such issues are identified, the agency conducts additional reviews and studies aimed at establishing effective and workable preventative measures.

The B.C. Coroners Service is also responsible for conducting reviews of all child deaths occurring within the province. This requires appropriate liaison with agencies such as the Ministry of Children and Family Development and the Child and Youth Officer for British Columbia, among others. The B.C. Coroners Service also conducts special reviews on issues affecting the prevention of child deaths and on child safety more broadly.

In completing its responsibilities, the B.C. Coroners Service issues warrants authorizing the conduct of autopsies, toxicology testing and additional procedures, such as microscopy, where they are warranted. Coroners have legislated seizure and inspection powers when and where warranted in order to gather the facts surrounding a death. The agency is also responsible for body removal and transportation. In the event of a mass disaster involving significant loss of life, the agency is responsible for the identification, recovery, examination and repatriation of human remains, including establishing a temporary morgue facility and connecting with families of the victims.

Policing and Community Safety

The Policing and Community Safety Branch contributes to the ministry's public safety mandate through the Police Services Division and the Victim Services and Community Programs Division.

Police Services Division

Police Services Division superintends law enforcement functions in British Columbia, oversees the private security industry and provides protective public safety programs by:

- ensuring adequate and effective levels of policing enforcement throughout B.C., including in small, rural and First Nations communities;

- developing and administering policing policy and ensuring central oversight of all policing;
- administering the R.C.M.P. provincial police force contract, and overseeing the organization of all provincial and municipal R.C.M.P. forces;
- supporting the Provincial Police Service and other police agencies, including the Combined Forces Special Enforcement Unit (formerly known as the Organized Crime Agency of B.C.), the Greater Vancouver Transportation Authority Police Service, and the Police Academy at the Justice Institute of British Columbia;
- developing and administering policy for enhanced road safety law enforcement and managing the creation of specialized integrated units for strengthened enforcement;
- promoting the gathering and dissemination of best practices in policing amongst police stakeholders;
- collecting, monitoring, analyzing and reporting on provincial crime and police data;
- conducting inspections and audits for municipal police force services using provincial policing standards;
- licensing and regulating the security industry, including security guards, private investigators and other security industry personnel;
- conducting criminal record checks on individuals who work with children, as defined under the *Criminal Records Review Act*, and administering a related process for determination of risk; and,
- maintaining the Protection Order Registry to support the enforcement of civil and criminal protection orders.

Victim Services and Community Programs Division

Victim Services and Community Programs Division develops and delivers programs to help British Columbians build and maintain safe communities, and supports victims of crime and their families by:

- providing leadership, advice, training and expertise on victim and community safety issues, including violence against women, children, youth and other vulnerable people;
- establishing and maintaining partnerships with organizations, communities and government to ensure coordinated and comprehensive services;
- funding police-based and community-based victim service programs that provide information, assistance and support to victims of crime;
- funding a 24-hour, provincewide telephone service (VictimLINK 1-800-563-0808) which provides information and referral services to all victims of crime, and immediate crisis support to victims of family and sexual violence;
- providing funding to community and youth organizations, local governments, school districts and police departments to support projects that enhance public safety and local crime prevention efforts (Safe Streets and Safe Schools Fund);

- providing operational funding to key community justice and crime prevention organizations to support services to communities throughout British Columbia;
- providing funding to support the development of volunteer-based community accountability programs that embrace the principles of restorative justice;
- enhancing high-risk victim safety by providing safety planning, including notification of offender release information;
- overseeing the *Victims of Crime Act*, which promotes a fair and accessible justice system for victims of crime;
- administering the *Crime Victim Assistance Act* and Program, which provides financial benefits and assistance to victims and others impacted by violent crime;
- supporting and overseeing the Youth Against Violence Line, an automated telephone service (1-800-680-4264) and e-mail link that provide safe, confidential means of preventing and reporting incidents of youth violence or crime or seeking assistance from local police;[4]
- administering the annual Solicitor General Community Safety and Crime Prevention Awards which recognize individuals, groups and programs that have made outstanding contributions to crime prevention and community safety; and,
- on behalf of the Assistant Deputy Ministers' Committee on Prostitution and Sexual Exploitation of Youth, providing project funding to assist communities in developing local initiatives to address sexual exploitation of youth and prostitution-related issues.

Provincial Emergency Program

The Provincial Emergency Program (PEP) minimizes the loss of life and economic impact of disasters and emergencies, such as floods, interface fires, dangerous goods spills, pandemic influenza, earthquakes, landslides, severe storms, and lost persons or aircraft by:

- providing overall coordination and leadership of the provincial emergency management structure during response to and recovery from emergencies and disasters;
- maintaining an immediate activation capability for an integrated response to and recovery from emergencies and disasters;
- recruiting, training and maintaining the Temporary Emergency Assignment Management System (TEAMS), a resource pool of provincial staff experienced in managing emergency operations;
- providing leadership, subject matter expertise and emergency management training in support of local governments, non-government agencies and individuals and families in preparing for and responding to emergencies and disasters;
- maintaining and supporting the AdventureSmart outdoor safety program and five public safety lifeline volunteer programs (i.e., Emergency Social Services, providing short-term

[4] The Youth Against Violence e-mail link can be accessed through http://www.takingastand.com/youth_against_violence_email.shtml

assistance to the public; Road Rescue, providing extrication of persons trapped in vehicles; Search and Rescue, locating and assisting lost persons; PEP Air Services, locating lost aircraft; and, Emergency Communications, providing emergency radio communication);

- managing the provision of Disaster Financial Assistance (DFA) to support a recovery program for individuals and families, local governments and businesses;
- providing a natural hazards mitigation program for risk reduction; and,
- administering the *Emergency Program Act* and regulations, and the Disaster Financial Assistance Arrangements (DFAA) and emergency management assistance agreements.

Office of the Superintendent of Motor Vehicles

The Office of the Superintendent of Motor Vehicles regulates drivers to help ensure the safe and responsible operation of motor vehicles in British Columbia. The office is responsible for:

- setting licensing policy;
- monitoring and regulating dangerous and unfit drivers;
- conducting appeals of administrative driving prohibitions and vehicle impoundments;
- conducting hearings and reviews of I.C.B.C. decisions respecting driver licence sanctions, driver training school and driver trainer licences; and,
- supporting government road safety initiatives.

Office of the Fire Commissioner

The primary focus of the Office of the Fire Commissioner is the promotion of fire prevention, life safety and property protection programs. The office derives its authority from the *Fire Services Act* and the B.C. Fire Code and works closely with local governments and fire services organizations to achieve its objectives. Some of the specific functions the office fulfills include:

- providing fire code interpretations;
- developing public education programs and fire safety materials;
- providing evaluation and best practice information to support local fire departments;
- assisting in the coordination of firefighter training;
- undertaking major fire investigations; and,
- supporting provincial response to major wildfire emergencies.

Gaming Policy and Enforcement

The Gaming Policy and Enforcement Branch regulates all gaming in British Columbia, ensures the integrity of people and equipment involved in the gaming industry and investigates allegations of wrongdoing. This includes regulatory oversight of the B.C. Lottery Corporation (which conducts and manages lotteries, casinos and commercial

bingo halls), B.C.'s horse racing industry and licensed gaming events. The branch also manages responsible and problem gambling initiatives and manages the distribution of government gaming proceeds.

Policy, Legislation and Standards Division

The Policy, Legislation and Standards Division promotes responsible gambling practices by developing and maintaining a rigorous regulatory environment for gaming and horse racing that balances economic benefits with public safety. The division provides advice regarding the legislation, policies and standards that govern gaming. The division also coordinates administrative review hearings as required and is responsible for delivering the Responsible Gambling Strategy, which includes the Problem Gambling Program.

Licensing and Grants Division

The Licensing and Grants Division issues gaming licences permitting eligible community organizations to hold fundraising events, such as ticket raffles, independent bingo games, wheels of fortune and social occasion casinos. The division also allocates government gaming revenue to eligible community organizations through the Direct Access and Bingo Hall Affiliation grant programs.

Racing Division

The Racing Division develops and implements policies to regulate horse racing to ensure its integrity, and monitors and enforces the *Rules of Thoroughbred and Standardbred Racing*. The division oversees all races taking place in the province, monitors the activities of track officials and other employees, ensures the safety and security of race track grounds, and investigates and adjudicates matters arising from race meetings. In addition, the division licenses participants in the horse racing industry.

Registration Division

The Registration Division ensures the integrity of organizations, employees and equipment in the gaming industry by conducting mandatory background checks of potential employees and service providers and registering them to be involved in the industry. The division also approves and certifies all gaming equipment. The division maintains a register of gaming service providers and workers.

Audit and Compliance Division

The Audit and Compliance Division manages a comprehensive audit strategy for commercial gaming, including horse racing, to ensure compliance with all applicable legislation, regulations, policies and directives. The division conducts regular audits of gaming activity in the province, assesses compliance reviews conducted by the B.C. Lottery Corporation and reviews community organizations' use of funds received through gaming licences and through the Direct Access and Bingo Hall Affiliation grant programs.

Investigation Division

This division investigates all complaints and allegations of criminal or regulatory wrongdoing relating to gaming and horse racing, and is responsible for the province's Illegal Gambling Enforcement Strategy. This strategy includes a team of branch investigators and R.C.M.P. officers who work with other law enforcement agencies on gaming-related investigations. All investigators in this division are Special Provincial Constables.

Liquor Control and Licensing

The Liquor Control and Licensing Branch regulates and sets policy for the manufacture and resale of liquor in licensed establishments in order to improve the safety of communities by reducing harm caused by liquor misuse.

Policy, Planning and Communications Division

The Policy, Planning and Communications Division leads the branch in strategic planning processes and in the development of legislative, regulatory and policy change. The division consults with federal/provincial/territorial stakeholder groups, including industry associations, police and local governments. In addition, the division is responsible for issues management and communications, responding to media, and legislative and public inquiries related to the mandate and activities of the branch.

Licensing and Local Government Liaison Division

The Licensing and Local Government Liaison Division analyses, approves and processes licence applications for the manufacture, sale and service of liquor in the province. The division handles all aspects of issuing, amending, transferring and renewing licences for licensed establishments, licensee retail stores, wineries and manufacturers. During the approval process, the division works closely with local government staff and elected officials to obtain community input for licensing decisions. The division issues permits to purchase and store grain alcohol, regulates the sale of medicinal and cooking alcohols, and reviews requests for exemptions to Special Occasion Licences.

Compliance and Enforcement Division

The Compliance and Enforcement Division inspects, investigates and educates licensees to ensure they comply with British Columbia's liquor laws and policies, and the terms and conditions of their licence. The division takes enforcement action when necessary and works in partnership with police agencies and local government agencies to monitor compliance and target resources on high-risk licensees.

Executive and Support Services

Along with the Solicitor General's Office, the Deputy Solicitor General's Office and the Corporate Policy and Planning Office, this core business area includes the B.C. Board of Parole, the Civil Forfeiture Program, Consumer Services, and the Film Classification Office.

The B.C. Board of Parole contributes to public safety by determining if eligible offenders in provincial correctional facilities, who do not pose undue risk, will be permitted to serve their full sentences under supervision in the community with conditions of release set by the Board.

The Civil Forfeiture Program will enable government to obtain court orders to recover proceeds and assets acquired by or used in unlawful activity. Money recovered will be paid into a special account and used to compensate eligible victims, fund crime prevention programs, and pay for costs of administering the *Civil Forfeiture Act*.

Consumer Services develops consumer protection policy and oversees the B.C. Business Practices and Consumer Protection Authority which enforces consumer protection law in the province and investigates deceptive telemarketers.

The Film Classification Office safeguards public interests by regulating the public exhibition, rental and distribution of films, video games and videos in British Columbia and is responsible for:

- administering the *Motion Picture Act* and regulations;
- classifying films into age-appropriate ratings and providing advisories on film content to assist the public in making informed viewing choices;
- assessing adult videos for content that is prohibited under the *Motion Picture Act* or the *Criminal Code of Canada*;
- licensing film and video distributors, video retailers and theatres;
- enforcing the Act and regulations and removing unapproved or prohibited adult videos from the marketplace, and taking action to ensure the restricted sale of mature video games;
- assisting the police and Canada Customs in the review of seized adult videos and the prosecution of cases resulting from these investigations; and,
- educating the public on the film classification system through a comprehensive Internet site and school outreach program.[5]

[5] See http://www.bcfilmclass.com

Resource Summary

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Operating Expenses ($000)				
Corrections	181,048	175,731	178,054	178,054
B.C. Coroners Service	10,663	13,922	13,932	14,343
Policing and Community Safety	272,183	294,850	300,230	300,230
Provincial Emergency Program	6,096	6,153	6,153	6,153
Office of the Superintendent of Motor Vehicles	8,223	8,202	8,096	8,096
Office of the Fire Commissioner	2,364	2,389	2,389	2,389
Gaming Policy and Enforcement	14,606	14,458	14,458	14,458
Liquor Control and Licensing[2]	1	1	1	1
Executive and Support Services[3]	6,164	8,261	8,448	8,450
Emergency Program Act[4]	15,628	15,634	15,634	15,634
Statutory Services[5]	8,890	8,411	8,411	8,411
Total	**525,866**	**548,012**	**555,806**	**556,219**
Full-time Equivalents (FTEs)				
Corrections	1,796	1,812	1,838	1,838
B.C. Coroners Service	59	81	81	81
Policing and Community Safety	146	154	154	154
Provincial Emergency Program	73	73	73	73
Office of the Superintendent of Motor Vehicles	66	66	67	67
Office of the Fire Commissioner	25	25	25	25
Gaming Policy and Enforcement	116	116	116	116
Liquor Control and Licensing	104	104	104	104
Executive and Support Services	62	62	54	54
Emergency Program Act	0	0	0	0
Statutory Services	0	0	0	0
Total	**2,447**	**2,493**	**2,512**	**2,512**

Core Business Areas	2005/06 Restated Estimates[1]	2006/07 Estimates	2007/08 Plan	2008/09 Plan
Ministry Capital Expenditures (Consolidated Revenue Fund) ($000)				
Corrections	2,776	4,867	4,502	3,393
B.C. Coroners Service	854	710	197	196
Policing and Community Safety	360	467	515	469
Provincial Emergency Program	0	2,130	165	95
Office of the Superintendent of Motor Vehicles	494	543	346	313
Office of the Fire Commissioner	250	109	100	0
Gaming Policy and Enforcement	370	1,306	354	378
Liquor Control and Licensing	1,150	639	588	478
Executive and Support Services	250	259	207	100
Emergency Program Act	0	0	0	0
Statutory Services	93	93	93	93
Total	**6,597**	**11,123**	**7,067**	**5,515**
Other Financing Transactions ($000)				
By Core Business (and Purpose)				
Gaming Policy and Enforcement Receipts	456	484	514	546
Total Net Cash Source (Requirements)	**(456)**	**(484)**	**(514)**	**(546)**

[1] These amounts have been restated, for comparative purposes only, to be consistent with the presentation of the 2006/07 *Estimates*. Schedule A of the *Estimates* presents a detailed reconciliation.

[2] This core business area is self-financing, with its operating expenses recovered from liquor licensing applications and fees.

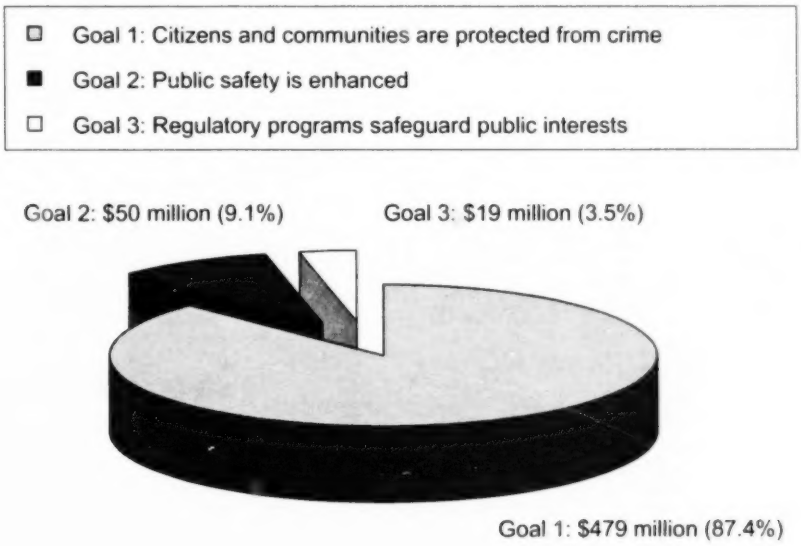
[3] This core business area includes the budget for centralized support costs.

[4] The *Emergency Program Act* provides for response to and recovery from emergencies and disasters, and for hazard mitigation initiatives.

[5] Statutory Services encompasses the Forfeited Crime Proceeds Fund Special Account, the Inmate Work Program Special Account and the *Victims of Crime Act* Special Account.

Ministry Expenses by Goals

2006/07 Resource Allocation by Service Plan Goals


Goal 1: Citizens and communities are protected from crime
Goal 2: Public safety is enhanced
Goal 3: Regulatory programs safeguard public interests
Goal 2: $50 million (9.1%)
Goal 3: $19 million (3.5%)
Goal 1: $479 million (87.4%)

Goals, Objectives, Strategies and Results

Overview

Ministry Goals

The following three high-level goals flow from the ministry's public safety mandate and guide the programs and services of the ministry.[6] Each goal is supported by two or more of the ministry's core business areas.

Ministry Goals	Supporting Core Business Areas
Citizens and communities are protected from crime	• Corrections • Policing and Community Safety
Public safety is enhanced	• B.C. Coroners Service • Provincial Emergency Program • Policing and Community Safety • Office of the Superintendent of Motor Vehicles • Office of the Fire Commissioner • Gaming Policy and Enforcement • Liquor Control and Licensing
Regulatory programs safeguard public interests	• Gaming Policy and Enforcement • Liquor Control and Licensing • Executive and Support Services

Linkages to the Five Great Goals

Five Great Goals

1. Make B.C. the best-educated, most literate jurisdiction on the continent
2. Lead the way in North America in healthy living and physical fitness
3. Build the best system of support in Canada for persons with disabilities, special needs, children at risk, and seniors
4. Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none
5. Create more jobs per capita than anywhere else in Canada

[6] Since publication of the *2005/06 – 2007/08 Service Plan Update September 2005*, the wording of the ministry goals has been greatly simplified; however, the intent of the goal statements remains unchanged.

Through its programs and services, the Ministry of Public Safety and Solicitor General continues to work to ensure the safety of all British Columbians. These efforts contribute to a strong foundation for the realization of each of the Five Great Goals.

The ministry directly supports the second Great Goal of healthy living and physical fitness through efforts to reduce alcohol and drug misuse and through addiction prevention and treatment efforts in our correctional facilities and our communities.

The ministry also directly supports the third Great Goal of the best system of support through protective programs and specialized victim service programs for various groups, including at-risk children.

Lastly, the ministry directly supports the fourth Great Goal of sustainable environmental management through initiatives to strengthen hazard mitigation and emergency management throughout British Columbia.

Cross Ministry Initiatives

Crystal Meth Strategy

The Ministry of Public Safety and Solicitor General is leading the Crystal Meth Strategy. The Crystal Meth Secretariat was established October 1, 2005, and $7 million in targeted funding has been committed. The purpose of the Secretariat is to lead the development and implementation of an integrated framework targeting the use and production of crystal meth. Through the framework, government will work toward:

- increasing awareness of the dangers of crystal meth in schools and in communities;
- supporting First Nations' efforts to respond to crystal meth use and production;
- enhancing specialized treatment services;
- reducing production and supply;
- ensuring safe enforcement by first-responders;
- mitigating environmental damage of toxic by-products used in production of the drug; and,
- monitoring and analyzing trends in use.

Mental Health Problems and Substance Abuse

A disproportionate number of individuals in the criminal justice system are affected by serious mental illness, developmental disability, brain injury or fetal alcohol spectrum disorder. These individuals may also be subject to compounding circumstances such as substance abuse.

Government continues to work toward addressing some of the issues related to the effective management of this population. Cross ministry collaboration has included the Ministries

of Public Safety and Solicitor General, Attorney General, Health, Children and Family Development, and Employment and Income Assistance.

Accomplishments to date include:

- identifying and summarizing the most current research pertaining to services for persons with mental health problems and addictions;
- identifying current best practices, both nationally and internationally, in regard to services to this population; and,
- initial linking of health and justice system data bases for purposes of supporting planning, evaluation and operational services.

Strong Start BC

The ministry supports the Strong Start BC initiative, led by the Ministry of Children and Family Development to support children physically, intellectually, socially and emotionally. For example, the Ministry of Public Safety and Solicitor General:

- is developing and distributing fire safety awareness materials for and about children;
- provides specialized victim services to support child and youth victims and their families through the justice system, and is developing new specialized victim services to Aboriginal at-risk children and youth;
- provides information and resources on issues of harassment and bullying;
- provides community grants and promotes increased awareness and prevention of sexual exploitation of children and youth; and,
- provides domestic violence and substance abuse programming for sentenced adult offenders, some of whom may have an impact on children.

ActNow BC

The ministry also supports ActNow BC, led by the Ministry of Health to motivate British Columbians to improve their health by reducing tobacco use, eating nutritious foods, being more physically active, and making health choices during pregnancy. The Ministry of Public Safety and Solicitor General:

- operates AdventureSmart through the Provincial Emergency Program to help British Columbians develop safe and healthy behaviours in their outdoor recreational activities; and,
- collaborates with other ministries to help women make healthy choices in pregnancy and to identify risks and protective factors for young families.

The 2010 Olympic and Paralympic Winter Games

With regard to the 2010 Olympic and Paralympic Winter Games, the role of the Ministry of Public Safety and Solicitor General is to:

- work with other stakeholders to ensure that appropriate disaster, emergency and public safety plans are in place during the games, while ensuring that all communities continue to remain well-served; and,
- implement nationwide lottery products and distribute the net proceeds to support amateur sports in communities throughout British Columbia.

First Nations Relationship Commitment

The Ministry of Public Safety and Solicitor General supports government's new relationship commitment with First Nations. Specifically, the ministry is:

- expanding the First Nations Policing Program by 32 positions in 2005/06, and continuing negotiations for future increases in the program;
- working toward eliminating inequities in basic fire and life safety services for Aboriginal people and fully integrating First Nations communities in the emergency management structure of the province;
- planning to provide more funding to ten existing victim service programs to meet needs in First Nations communities;
- building on current successful victim service programs by increasing hours of operation and outreach;
- working to address the high levels of violence against women and children; and,
- planning to develop 20 new community-based Aboriginal programs to address intergenerational violence.

Literacy

The ministry also supports literacy by offering literacy programming in correctional centres in collaboration with school districts.

Wine Policy Working Group

To better coordinate provincial wine policy and to exchange information, an inter-ministry Wine Policy Working Group was formed in 2004 with representatives from the Ministry of Public Safety and Solicitor General (Liquor Control and Licensing Branch and Liquor Distribution Branch) and other ministries having interaction with the wine industry, including: Agriculture and Land; Small Business and Revenue; Tourism, Sport and the Arts; Finance; and Economic Development. Chaired by the General Manager, Liquor Control and Licensing Branch, the Wine Policy Working Group is a strategic government voice on issues relating to all aspects of British Columbia's wine industry.

Integrated Information Systems

The Ministry of Public Safety and Solicitor General supports the shift toward integrated information systems. Examples of the ministry's work in this area include:

- PRIME, the Police Records Information Management Environment that is improving law enforcement and enhancing officer and public safety;
- JUSTIN, British Columbia's justice information system that provides a single integrated database comprising almost every aspect of criminal cases, and an interface between JUSTIN and PRIME to further increase case tracking capabilities;
- a recent update of the Corrections operational system, using new technology that allows for integration of offender case management, amalgamates several internal systems and links with external systems, making it one of the most sophisticated systems of its kind in North America; and,
- the development of the Primary Assessment and Care module to capture all medical and mental health data originating in custody centres from nurses, doctors, psychologists and dentists to enhance information sharing amongst health professionals within Corrections and with public health agencies.

Performance Plan

The ministry's goals and objectives described in this section are consistent with the ministry's mandate and vision of safe communities and homes throughout British Columbia.

Brief descriptions are provided of some key activities and initiatives the ministry will undertake to achieve its goals and objectives. Progress toward goals and objectives will be tracked by a series of performance measures. For each performance measure, the most current available data are provided along with annual performance targets for the next three years.

Directly following this section, a summary diagram is provided of the ministry's goals, objectives and performance measures. Supplementary performance information is provided in Appendix A.

There have been significant changes to the performance measures identified since publication of the *Ministry of Public Safety and Solicitor General 2005/06 – 2007/08 Service Plan Update September 2005*. Some measures have been discontinued either because they focused on internal operational matters with little public relevance, or because they were deemed inadequate for tracking progress toward goals and objectives. As well, new measures have been added as we continue our ongoing efforts to develop meaningful measures of the long-term client and societal outcomes and changes in conditions that indicate goal achievement. In many cases, these new measures are in early stages of development, requiring that data sources be finalized and baselines established.

It must be noted that measuring the performance of British Columbia's justice system is a complex enterprise. Long-term outcome measures, such as victimization rates and recidivism rates for example, are generally affected by many different individual and socio-economic factors and are therefore not under the exclusive control of any one ministry. Rather, they

are multifaceted outcomes involving all components of the justice system as well as many other aspects of government, such as health, education and social services, and factors that are external to government control.

Also, the performance measures identified here represent only a few critical aspects of performance. No single measure taken in isolation can reveal enough information to provide a reliable and accurate evaluation of the justice system. All measures should be considered together when assessing progress toward goals and objectives.

Goal 1: *Citizens and communities are protected from crime.*

Protecting citizens and communities from crime is a central commitment of the Ministry of Public Safety and Solicitor General that is supported by the Corrections Branch and the Policing and Community Safety Branch.

Objectives and strategies employed by these branches are identified below, followed by the performance indicators and measures used to assess progress toward goal achievement.

Core Business Area: *Corrections*

Objective 1.1: *Offenders are supervised and managed based on court orders and their risk to re-offend*

A key objective of the ministry is to ensure that offenders are supervised and managed based on their risk to re-offend. To effectively and efficiently supervise offenders while they are under court orders, and to achieve reductions in re-offending behaviour over the long term, it is critical to understand the risk an offender poses to society and how that risk can best be addressed. More than 20 years of correctional research have resulted in the development of standardized, validated risk/needs assessment tools that can reliably provide this information.

Objective 1.2: *Programs are provided to address factors associated with re-offending behaviour*

A significant body of correctional research has confirmed that offender case management and rehabilitative programming can mitigate harm, interrupt offending cycles, and reduce re-offending behaviour. Corrections Branch assesses sentenced offenders to determine their risk to re-offend and their rehabilitative needs. Case management plans are developed based on these assessments and serve to guide program interventions on an individual basis. The branch develops and delivers correctional (core) programming in accordance

with correctional research.[7] Core programs are designed to address risk factors known to contribute to criminality (e.g., substance abuse) and focus on the acquisition of cognitive skills necessary to bring about behavioural change. They are delivered by trained staff, and through contracted services, to offenders who pose higher risks for re-offending. Core programs are available in adult custody facilities and for offenders serving community sentences.

Core Business Area: *Policing and Community Safety*

Objective 1.3: *Adequate levels of police services*

Adequate levels of police services across the province are required to protect citizens and communities from crime and to respond to the changing nature of crime. Key strategies to meet this objective are to restructure police financing, support the integration of existing police services, increase the number of officers in the Provincial Police Service (PPS), and review the *Police Act* and the *Provincial Standards for Municipal Police Departments in British Columbia*. These initiatives will ensure that police services are delivered in the most effective and efficient way possible, avoiding duplication and yielding economies of scale in protecting the public. Another strategy is to implement new policing initiatives to increase the ministry's capacity in such areas as supporting organized crime prosecutions, responding to high-tech crime and combating Internet-based child exploitation.

The ministry also continues efforts to negotiate new Community Tripartite (policing) Agreements (CTAs) with First Nations and the federal government.[8] Additional CTAs are required to ensure that First Nations communities have police service levels equivalent to those of similar non-First Nations communities. Under these agreements, First Nations receive dedicated police members to work with their communities. Best efforts are made for these positions to be staffed by Aboriginal officers.

Objective 1.4: *A common records management system for all police agencies in British Columbia*

A common records management system for all police agencies enhances their effectiveness by allowing them to share information across the province. To achieve this objective, the ministry continues implementation of the Police Records Information Management Environment (PRIME), an online data-sharing system that provides up-to-the-minute information about criminals and crimes, improving law enforcement across the province.

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[7] Core programs currently provided are Cognitive Skills, Educational Upgrading, Relapse Prevention for Sex Offenders, Respectful Relationships, Substance Abuse Management, and Violence Prevention. Core programs developed for incarcerated female offenders include Emotions Management, Relapse Prevention, Relationship Skills and Substance Abuse Management. A new Living Skills program is also being developed.

[8] New CTAs are dependent upon both the province and federal governments securing appropriate funding.

PRIME is a major component of the provincial law enforcement strategy as it provides an integrated information management system with instant access to a database including criminal case records, images (photos, mug shots, documents and fingerprints), investigation notes, electronic messages, calendar events and dangerous goods data.

PRIME was implemented in Vancouver, Port Moody and Richmond as a pilot in 2002 and has subsequently been implemented in 30 agencies across the province, including the remaining municipal police agencies, Nelson R.C.M.P. Sub-Detachment, West Shore R.C.M.P. and the Greater Vancouver Transit Authority. There are approximately 160 R.C.M.P. detachments still requiring PRIME implementation.

Objective 1.5: *Effective protective programs for vulnerable adults, youth and children*

Another key objective is the maintenance of protective programs to enhance public safety, such as the Protection Order Registry (POR), a confidential database containing all civil and criminal protection orders issued in British Columbia.[9] The intent of the registry is to contribute to the reduction of violence against vulnerable adults, youth and children through support of the enforcement of civil and criminal protection orders.

Conducting criminal record checks on individuals who work with children is another strategy designed to protect the vulnerable. Criminal record checks are conducted to help protect children from physical and sexual abuse. They are made mandatory under the *Criminal Records Review Act* for anyone who works with children or who has unsupervised access to children in the ordinary course of employment, or in the practice of an occupation, and who is employed by, licensed by or receives operating funds from the provincial government.

Objective 1.6: *Communities have crime prevention and restorative justice programs*

In preventing crime and victimization, the ministry promotes the Crime Prevention through Social Development (CPSD) approach, going beyond traditional responses to crime that focus on sentencing and incarceration by focusing instead on eliminating the root causes of crime.

Research indicates that communities can become safer if they actively engage in programs designed to reduce the incidence of crime and repair the harm caused by criminal behaviour. The ministry therefore continues to provide funding and support to community-based crime prevention and restorative justice programs, and to work with stakeholders to promote awareness of and collaborative approaches to community safety and crime prevention.

[9] A protection order is an order containing a condition that affords safety and security to a specified person or persons. An order must contain a no contact, limited contact, or other protective condition to be considered a protection order.

Objective 1.7: *Victims of crime are provided with timely information, assistance and support to reduce the impact of crime*

Victims of crime require a range of supports and services as they participate in the justice system. Key strategies designed to reduce the impact of crime include: offering information, referrals and practical support to victims of crime and their families through victim service programs; administering the *Crime Victim Assistance Act* and Program to ensure that victims have access to financial assistance and other benefits; notifying impacted victims of end-of-sentence release of identified offenders; providing training and support to victim service workers; and increasing public awareness of the services available to victims of crime.

Performance Measures

To indicate the overall effectiveness of the justice system in deterring and rehabilitating offenders, the ministry tracks the percentage of adult offenders who do not re-offend for two years following a finding of guilt and sentencing by the courts. However, criminal behaviour is a highly complex phenomenon involving many different individual and socio-economic factors, and this measure is not directly attributable to any one component of the criminal justice system.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of offenders who do not re-offend for two years following Corrections supervision	70% (estimate)	70%	70%	70%

Data Source: Data for this measure are drawn from the Corrections Branch operational system (CORNET) and are very reliable.

The methodology for calculating this measure uses a two-year tracking period. It is based on a rolling average of all offenders who have been sentenced for another offence within the two year time period tracked. Consequently, for any given year, the data presented are for two years prior.

The ministry is undertaking tracking victimization rates as an indicator of the safety of individuals in their homes and communities. Derived from victimization surveys, victimization rates are based on personal accounts of criminal victimization incidents, whether reported to the police or not.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Victimization rate	N/A – new measure	Establish baseline	To be determined	To be determined

Data Source: The ministry is presently developing this measure and will collect data for the measure through an annual survey of British Columbians. The survey will be based on the survey questions used in the Statistics Canada General Social Survey, Cycle 18. Provincial survey questions will be consistent with those used by Statistics Canada so that results can be compared.

There are a number of data limitations associated with all telephone surveys, including victimization surveys. For example, telephone surveys exclude respondents who do not speak any of the official languages, people with speech disabilities, homeless people, and low income households without a telephone. These and other limitations will be taken into account when reporting on this indicator.

The following supplementary measures associated with the goal of protecting citizens and communities from crime are included in Appendix A:

- percentage of enrolled offenders successfully completing core programs;
- number of Provincial Police Service (PPS) members;
- number of First Nations Policing Program members;
- percentage of population covered by police agencies using PRIME;
- average time to adjudicate claims for financial assistance from victims and others impacted by violent crime;
- percentage of protection orders entered within 24 hours of receipt; and,
- number of community-based, youth crime, violence, bullying and sexual exploitation projects funded.

Goal 2: *Public safety is enhanced.*

A second important goal of the ministry is enhanced public safety through protective and regulatory programs delivered by the B.C. Coroners Service, the Provincial Emergency Program, the Policing and Community Safety Branch, the Office of the Superintendent of Motor Vehicles, the Office of the Fire Commissioner, the Gaming Policy and Enforcement Branch and the Liquor Control and Licensing Branch.

Core Business Area: *B.C. Coroners Service*

Objective 2.1: *Coroners' reports and Judgments of Inquiry based on current, consistent and timely information*

The B.C. Coroners Service investigates all sudden and unexpected, unexplained or unattended deaths, makes recommendations to improve public safety through preventative measures, and helps people deal with the trauma of death through provision of timely and accurate information. To most effectively improve public safety and assist the public, coroners' cases must be completed in a timely manner and be based on current and consistent information. Key strategies include: hiring new staff to address increasing caseload volumes, enhancing reporting structures, redesigning the Coroners Case Management System (TOSCA); providing ongoing training to all coroners; providing coroners with electronic access to field investigation protocols; and conducting a feasibility study on development of a Centre for Excellence for Forensic Sciences.

Core Business Area: *Provincial Emergency Program*

Objective 2.2: *Minimized loss of life and economic impact from disasters and emergencies*

A significant objective of the ministry is reduced harm caused by disasters and emergencies. Key strategies to achieve this objective include: providing leadership to the provincial emergency structure during emergencies and disasters; improving capacity to prepare for, respond to and recover from emergencies and disasters, including implementation of the Filmon recommendations resulting from the 'Firestorm 2003' review; and assisting local governments and First Nations communities in preparing for emergencies and disasters through technical support, training and education.

Core Business Area: *Policing and Community Safety and Office of the Superintendent of Motor Vehicles*

Objective 2.3: *Increased road safety through a long-term strategic road safety plan and enhanced road safety enforcement*

In 2000, British Columbia endorsed the national Road Safety Vision 2010. A key strategy of the ministry in moving toward increased road safety is to work with key stakeholders, including I.C.B.C., the Ministry of Transportation, and the R.C.M.P., to develop and implement a long-term road safety plan for the province, including strategic actions to achieve provincial and national goals.

In 2003, the ministry entered into a five-year agreement with I.C.B.C. to fund an Enhanced Road Safety Enforcement Initiative across the province. This includes initiatives such as Integrated Road Safety Units, the Intersection Safety Camera Program and Automated Licence Plate Recognition.

Core Business Area: *Office of the Fire Commissioner*

Objective 2.4: *Promotion of fire prevention, life safety and property protection programs*

An important objective of the ministry is the promotion of fire prevention, life safety and property protection programs through the Office of the Fire Commissioner. Key to successfully achieving this objective is the development and maintenance of strong working relationships with local governments, fire service organizations and other jurisdictions. The office has re-committed to enhancing its partnership relations with key stakeholder groups to identify and fill a number of service gaps, to achieve higher levels of coordination between local fire departments, and to inform amendments to the *Fire Services Act*.

Core Business Area: *Gaming Policy and Enforcement*

Objective 2.5: *Reduced incidence of illegal gambling*

Reduced incidence of illegal gambling is an important objective of the ministry and a key strategy is to fully implement the Illegal Gambling Enforcement Strategy, including:

- continuing work to determine the extent of illegal gambling in the province, including Internet gaming and lottery products;
- enhancing working relationships with the R.C.M.P. and other law enforcement agencies to better identify and prosecute offenders;
- operationalizing a decision-making framework and documenting the prioritization process for investigations;
- creating a coordinated, strategic public education campaign for the types of permitted gaming, licence requirements and consequences of illegal gambling; and,
- implementing a policy framework for Internet gaming.

Core Business Area: *Liquor Control and Licensing*

Objective 2.6: *Improved industry cooperation to reduce problems associated with liquor misuse*

Liquor industry members have a legal responsibility to minimize harm to their customers and to any individual or community affected by the consumption of liquor in their establishments. Key strategies designed to achieve the objective of improved industry cooperation to reduce problems associated with liquor misuse include: creating tools to identify high-risk establishments in consultation with local governments, police, schools and licensees; targeting resources on high-risk establishments and focusing inspections and investigations on service to minors, over-service, overcrowding and illicit alcohol; strengthening server training components related to avoidance of service to minors and over-service; and streamlining enforcement processes.

Performance Measures

The ministry tracks the percentage of Coroners' files completed within four months to indicate the timeliness of investigations.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of Coroners' files completed within four months	65% (estimate)	70%	75%	80%

Data Source: The source of data for this measure is the Coroners Case Management System. Results are calculated by measuring the duration from the date the case coroner is notified to the date on which the file is closed at the Regional Office.

The ministry will track the percentage of communities in British Columbia that have achieved an essential level of emergency preparedness. Community emergency preparedness is a significant outcome supported by the Provincial Emergency Program and an indicator of public safety in the province.

Performance Indicator	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of communities that have achieved an essential level of emergency preparedness	N/A – new measure	Establish Baseline	To be determined – will target improvement over baseline	To be determined – will target improvement over 2007/08
Data Source: The ministry is currently developing this measure and exploring data sources.				

The ministry will track the rate of serious injury and fatality accidents in the province per 10,000 drivers.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Rate of serious injury and fatality accidents per 10,000 drivers	N/A – new measure	Establish baseline	To be determined – will target improvement over baseline	To be determined – will target improvement over 2007/08
Data Source: The ministry is presently working with I.C.B.C. to develop the methodology for establishing and tracking a serious injuries and fatalities rate.				

The ministry will monitor stakeholder satisfaction with the services and support provided by the Office of the Fire Commissioner.[10]

[10] Key stakeholders of the office include the Union of B.C. Municipalities and the Fire Service Government Liaison Group, which represents: Fire Chiefs Association of British Columbia; Fire Prevention Officers Association of British Columbia; Volunteer Fire Fighters Association of British Columbia; British Columbia Training Officers Association; and British Columbia Professional Fire Fighters Association.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Stakeholder satisfaction with the Office of the Fire Commissioner	N/A – new measure	Establish baseline	To be determined – will target improvement over baseline	To be determined – will target improvement over 2007/08
Data Source: The ministry is presently developing this measure and will collect data for the measure through an annual stakeholder survey. The survey will focus on stakeholder satisfaction in such areas as accessibility, quality and timeliness of the support and services provided by the office.				

The ministry tracks the percentage of inspected or investigated liquor licensees who are found to be in compliance. Increased voluntary compliance indicates the level at which licensees understand and are willing to cooperate with the liquor regulatory framework. An increase in voluntary compliance in such areas as over-service and avoidance of service to minors may also indicate that liquor misuse is decreasing, leading to increased public safety for British Columbians.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of inspected/investigated liquor licensees in compliance	94% (estimate)	94%	94%	95%
Data Source: The data for this measure are drawn from the branch's POSSE database and are based on records of inspections and contravention notices issued. The data are considered to be accurate and reliable.				

The following supplementary measure associated with the goal of enhanced public safety is included in Appendix A:

- Incidence of illegal gambling.

Goal 3: *Regulatory programs safeguard public interests.*

The ministry also strives to ensure that public interests are safeguarded through regulatory programs delivered through the Gaming Policy and Enforcement Branch and the Liquor Control and Licensing Branch, as well as through other regulatory offices and programs.

Core Business Area: *Gaming Policy and Enforcement*

Objective 3.1: *A comprehensive regulatory framework for gaming*

It is in the public interest that gaming be conducted within a strong regulatory framework that balances economic activity with the responsible management and delivery of gaming. Key strategies linked to that objective include:

- evaluating grant and licensing policies, including the effectiveness of community organizations' access to gaming revenue;
- developing and implementing a coordinated, proactive strategy to oversee B.C. Lottery Corporation's Internet gaming system, including equipment standards, registration and audit features;
- continuing to develop, implement and enforce public interest standards;
- fully implementing an audit and compliance framework that includes allocating resources based on sound risk management principles, monitoring B.C. Lottery Corporation's compliance with provincial requirements regarding the conduct and management of commercial gaming, auditing licensed gaming events and use of gaming proceeds, and sharing information and delivering educational programs to clients to increase compliance with gaming legislation and policies; and,
- further developing the branch's access to information policy to enhance public accountability and reporting.

Objective 3.2: *Responsible gambling practices are encouraged through the Responsible Gambling Strategy*

The continued development and implementation of the Responsible Gambling Strategy is designed to expand on current programs and services to reduce the harmful impacts of excessive gambling and encourage responsible gambling practices and healthy choices. Key strategies include:

- increasing emphasis and efforts in prevention, research and evaluation, and enhancing client-centred delivery of provincewide problem gambling services;
- fully developing the Partnership for Responsible Gambling by coordinating activities of local governments, service providers and other major stakeholders, and reviewing service delivery and contract management of provincewide problem gambling treatment and prevention services; and,
- increasing public awareness of the responsible gambling initiatives and treatment services available to those with a gambling problem, including developing and implementing a school-based educational resource.

Core Business Area: *Liquor Control and Licensing*

Objective 3.3: *Local governments actively participate in providing input regarding new liquor-primary applications*

The ministry works with communities to ensure that new liquor-primary licences issued reflect public interests. Key strategies include: providing local governments/First Nations with community health indicators to facilitate more effective assessment of licence applications; setting terms and conditions for hours, size and entertainment that are consistent with community standards; and streamlining licensing processes. The branch

continues to look at ways to streamline licensing processes to allow resources to be focused on providing local governments/First Nations with the information they need to effectively review and provide input on licensing applications.

Performance Measures

The mandate of the Gaming Policy and Enforcement Branch is to ensure that legal gaming in British Columbia operates with integrity and accountability. Public confidence in the conduct of gaming indicates that the industry is operating in compliance with provincial legislation and policies, and that the branch's activities effectively meet citizens' expectations for the gaming industry.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Public confidence in the regulation and management of gaming	N/A – new measure	Establish baseline	To be determined – will target improvement over baseline	To be determined – will target improvement over 2007/08
Data Source: During 2006/07, the ministry will develop a framework of key measures for assessing client satisfaction with gaming policies and programs. Data for these measures will then be collected by the ministry through a survey of British Columbians to establish a baseline of overall satisfaction. If feasible, the survey questions will be developed to be consistent with those used in other jurisdictions so that results for British Columbia can be compared.				

Audits of organizations receiving gaming funds promote voluntary compliance, the proper use of these proceeds, and the financial accountability of these organizations.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of audited gaming funds recipients in compliance	80% (estimate)	85%	86%	87%
Data Source: The ministry has tracked community organization audits since April 2003, monitoring the number of audits conducted and instances of non-compliance. The data are considered to be accurate and reliable.				

The following supplementary measures associated with the goal of safeguarded public interests are included in Appendix A:

- Time to acquire a Liquor Primary Licence; and,
- Achievement of milestones in implementing the Responsible Gambling Strategy.

Ministry Performance Plan Summary

Five Great Goals

Make B.C. the best-educated, most literate jurisdiction on the continent
Lead the way in North America in healthy living and physical fitness
Build the best system of support in Canada for persons with disabilities, special needs, children at risk, and seniors
Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none
Create more jobs per capita than anywhere else in Canada

Ministry Mission

To ensure the security and economic vitality of communities through effective policing, corrections, liquor and gaming control and other protective and regulatory programs.

Ministry Goals	Ministry Objectives	Performance Measures
1. Citizens and communities are protected from crime	1.1 Offenders are supervised and managed based on court orders and their risk to re-offend	**Key Measures:** • Percentage of offenders who do not re-offend for two years following Corrections supervision • Victimization rate **Supplementary Measures:** • Percentage of enrolled offenders successfully completing core programs • Number of Provincial Police Service (PPS) members • Number of First Nations Policing Program members • Percentage of population covered by police agencies using PRIME • Average time to adjudicate claims for financial assistance from victims and others impacted by violent crime • Percentage of protection orders entered within 24 hours of receipt • Number of community-based, youth crime, violence, bullying and sexual exploitation projects funded
	1.2 Programs are provided to address factors associated with re-offending behaviour	
	1.3 Adequate levels of police services	
	1.4 A common records management system for all police agencies in British Columbia	
	1.5 Effective protective programs for vulnerable adults, youth and children	
	1.6 Communities have crime prevention and restorative justice programs	
	1.7 Victims of crime are provided with timely information, assistance and support to reduce the impact of crime	

Five Great Goals

Make B.C. the best-educated, most literate jurisdiction on the continent
Lead the way in North America in healthy living and physical fitness
Build the best system of support in Canada for persons with disabilities, special needs, children at risk, and seniors
Lead the world in sustainable environmental management, with the best air and water quality, and the best fisheries management, bar none
Create more jobs per capita than anywhere else in Canada

Ministry Mission

To ensure the security and economic vitality of communities through effective policing, corrections, liquor and gaming control and other protective and regulatory programs.

Ministry Goals	Ministry Objectives	Performance Measures
2. Public Safety is enhanced	2.1 Coroners' reports and Judgments of Inquiry based on current, consistent and timely information	**Key Measures:** • Percentage of Coroners' files completed within four months • Percentage of communities that have achieved an essential level of emergency preparedness • Rate of serious injury and fatality accidents per 10,000 drivers • Stakeholder satisfaction with the Office of the Fire Commissioner • Percentage of inspected/ investigated liquor licensees in compliance **Supplementary Measure:** • Incidence of illegal gambling
	2.2 Minimized loss of life and economic impact from disasters and emergencies	
	2.3 Increased road safety through a long-term strategic road safety plan and enhanced road safety enforcement	
	2.4 Promotion of fire prevention, life safety and property protection programs	
	2.5 Reduced incidence of illegal gambling	
	2.6 Improved industry cooperation to reduce problems associated with liquor misuse	
3. Regulatory programs safeguard public interests	3.1 A comprehensive regulatory framework for gaming	**Key Measures:** • Public confidence in the regulation and management of gaming • Percentage of audited gaming funds recipients in compliance **Supplementary Measures:** • Time to acquire a Liquor Primary Licence • Achievement of milestones in implementing the Responsible Gambling Strategy
	3.2 Responsible gambling practices are encouraged through the Responsible Gambling Strategy	
	3.3 Local governments actively participate in providing input regarding new liquor-primary applications	

Related Initiatives and Planning Processes

Regulatory Reform

The ministry will continue to support government's regulatory reform initiatives by committing to controlling regulatory burden, adhering to the criteria set out in the Regulatory Reform Policy and targeting a zero net increase in regulations through 2008/09.

The ministry will also continue to work toward improving regulatory quality through more citizen-centred, cost-effective, results-based and streamlined steps involved in complying with ministry regulations.

Information Resource Management Plan

An overview of the ministry's Information Resource Management Plan is available at: http://www.pssg.gov.bc.ca/relatedinitiativesandplanningprocesses/overview.html

Citizen-Centred Service Delivery

The Office of the Premier sponsored the development of a framework to make government services more responsive to the needs of British Columbians. Laying the foundation for guiding the move to a greater citizen-centric orientation, the framework asserts that the opinions and interests of citizens should be used by ministries to define expectations, set priorities and establish service standards.

In keeping with the focus on service delivery excellence, the Ministry of Public Safety and Solicitor General is exploring avenues for increased emphasis on citizen and stakeholder consultations to guide policy and program development. This Service Plan reflects that shift with inclusion of performance measures based on public and stakeholder surveys.

Appendix A: Supplementary Performance Measures

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of enrolled offenders successfully completing core programs	77% (estimate)	75%	76%	78%
Data Source: The data for this measure are drawn from the Corrections Branch operational system (CORNET) and are considered to be very reliable. Programs excluded from the baseline estimate and target figures are Breaking Barriers and the sex offender maintenance programs. The former because it is no longer deemed 'core', the latter because data are unreliable at this time.				

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Number of Provincial Police Service (PPS) members	1,665	1,774	1,880	1,940[1]
Data Source: Police Service Division receives Provincial Force police strength data from R.C.M.P. E Division. The data are accurate and reliable. [1] The target of 1,940 established for 2008/09 is an estimate based on current hiring trends.				

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Number of First Nations Policing Program members	99	105	111	TBD
Data Source: First Nations police strength data are obtained from the R.C.M.P. E Division. The data are accurate and reliable.				

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of population covered by police agencies using PRIME	40.5% (estimate)	63.9%	100%	N/A – implementation complete
Data Source: Results for this measure are derived from PRIME implementation reports and municipal population statistics. The data are accurate and reliable.				

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Percentage of protection orders entered within 24 hours of receipt	98% (estimate)	100%	100%	100%
Data Source: The data for this measure are derived from the Protection Order Database and are accurate and reliable.				

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Number of crime prevention, community safety, sexual exploitation and community accountability programs and projects funded	331	331[1]	331	331

Data Source: Results for this measure are based on internal records and reports received from funding partners, such as the National Crime Prevention Centre and the B.C. Crime Prevention Association. The data are accurate and reliable.

[1] Targets for this measure are heavily dependent on federal funding and it is therefore not assumed that the number of funded projects will increase from year to year.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Average time to adjudicate claims for financial assistance from victims and others impacted by violent crime	9 months (estimate)	6 months	5 months	5 months

Data Source: Estimated timelines are derived from the ELVIS database and manual records, taking into account the dates claims were received and completed, and the cases that remain outstanding. The data are considered to be accurate and reliable.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Incidence of illegal gambling	N/A	Develop optimal strategy for tracking, monitoring and reporting the incidence of illegal gambling	Implement new illegal gambling tracking, monitoring and reporting system	Report first year reduction in illegal gambling under the new system

Data Source: Data sources for this measure are under development.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Time to acquire a Liquor Primary licence	5 months (estimate)	4.8 months	4.5 months	4 months

Data Source: The source of data for this measure is the POSSE database which tracks each step of the licensing process. The data are considered to be accurate and reliable.
Targets and results for this measure do not include applications where applicant suitability issues have been identified and additional investigation time is required.

Performance Measure	2005/06 Baseline	2006/07 Target	2007/08 Target	2008/09 Target
Achievement of milestones in implementing the Responsible Gambling Strategy	Responsible Gambling Information Centres at two Lower Mainland casinos; Develop school-based resource with City of Richmond; Lower mainland Social/Economic Casino Baseline Report; Initiate multi-year problem gambling media campaign	Update Problem Gambling Prevalence Study; Implement elementary school problem gambling resource; First full report of Lower Mainland Social/Economic Casino Impact Study	Evaluate Responsible Gambling Program; Implement secondary school problem gambling resource; Complete Lower Mainland Social/ Economic Casino Impact Study	Implement recommendations from Responsible Gambling Program Evaluation

Data Source: Milestones are tracked using branch project records.